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Intelligence Community in the 1990s

Study Group Report to the
Director of Central Intelligence

29 May 1991

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INTELLIGENCE COMMUNITY IN THE 1990s
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Introduction

In March 1991, the Director of Central Intelligence commissioned a Study Group comprised of eight former and current senior intelligence officers to examine the mission, function and organizational structure of the Intelligence Community, and to identify alternatives for strengthening its ability to meet the substantive intelligence challenges of the 1990s and beyond. In addition, the DCI directed the Study Group to examine existing DCI authorities and responsibilities and recommend alternatives, if appropriate or necessary, for enhancing his role in managing and directing the Intelligence Community. The DCI further directed that the results of this study be made available to him no later than May 1991. A list of the Study Group members is included at Appendix A.

Scope and Methodology

The Study Group concluded early in its deliberations that it would be impractical to conduct an extensive, in-depth assessment of current Intelligence Community operations and activities, or to try to develop an ideal organizational plan for the Intelligence Community of the future. Instead, the Group focused on identifying and understanding the major substantive national security issues that will challenge the Intelligence Community in the future and, from that, developing alternatives--both functional and structural--that would enhance the Community's ability to meet these challenges.

The findings and conclusions contained in this report are based largely on anecdotal evidence derived from substantive interviews of some 70 former and current senior officials, both within and outside the Intelligence Community, as well as the extensive knowledge and experience of the Study Group members themselves. The Group also reviewed a wide variety of background materials, including ongoing reorganization plans underway in various parts of the Intelligence Community, strategic planning documents prepared by the CIA and NSA, and previous studies on the Intelligence Community structure dating to the mid-1970s. In addition, the Group examined existing enabling legislation concerning DCI authorities and responsibilities, including Public Laws, Executive Orders, National Security Council Intelligence Directives (NSCIDs) and Director of Central Intelligence Directives (DCIDs).

A list of the individuals interviewed by the Study Group and a bibliography of relevant background documentation can be found at Appendices B and C, respectively.

S E C R E T**Future Intelligence Architecture**

Over the past four decades, the Intelligence Community has undergone continuous evolutionary change in response to the increasingly complex challenges it has faced in support of US national security policy. The next decade is likely to present even more dramatic challenges for the Community, and be less predictable. This section summarizes the Study Group's findings on the key issues that will drive intelligence in the next decade; and outlines a conceptual framework for considering the changes in the Community we believe are necessary to accommodate them.

Key Intelligence Issues

The beginning of the last decade of the twentieth century will be recorded as a time of significant change in the world order, with the demise of communist regimes in Eastern Europe, growing instability in the Soviet Union, and a resurgence of less traditional political and economic issues that will dominate international relations for some time to come. These changes have broad implications for US national security policy and, by extension, for the focus and direction of US intelligence in the 1990s and beyond.

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The traditional military threats of the past 40 years have been largely replaced by a host of new security threats emerging from the less predictable nature of the world order. These include:

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